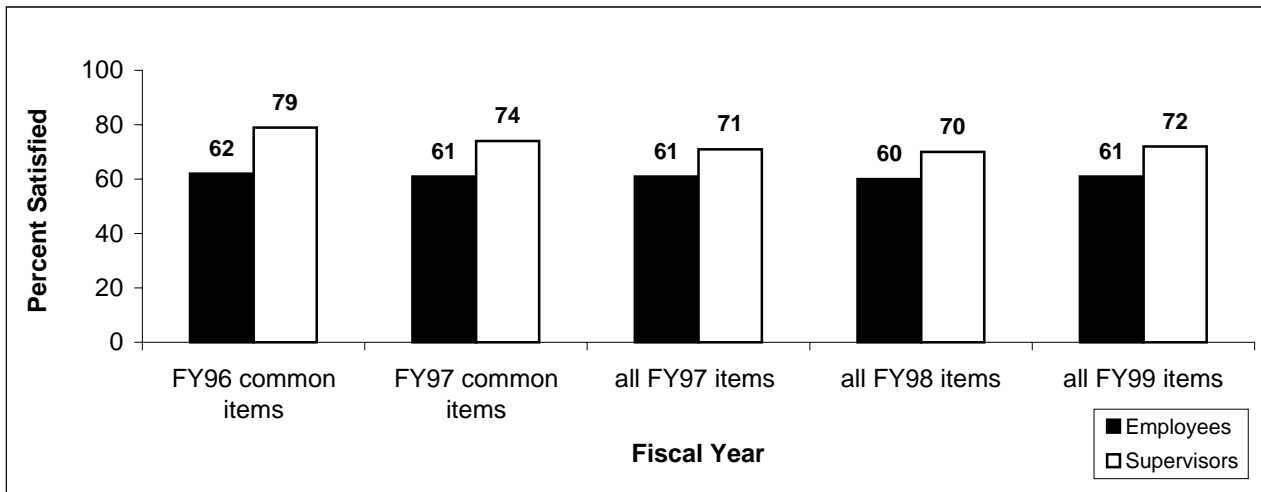


4-1. Satisfaction with Job

Objective: Not Less Than 5% Improvement Over FY98

Assessment: Not Met



Source: Army Civilian Personnel Attitude Survey (employee and supervisor versions)

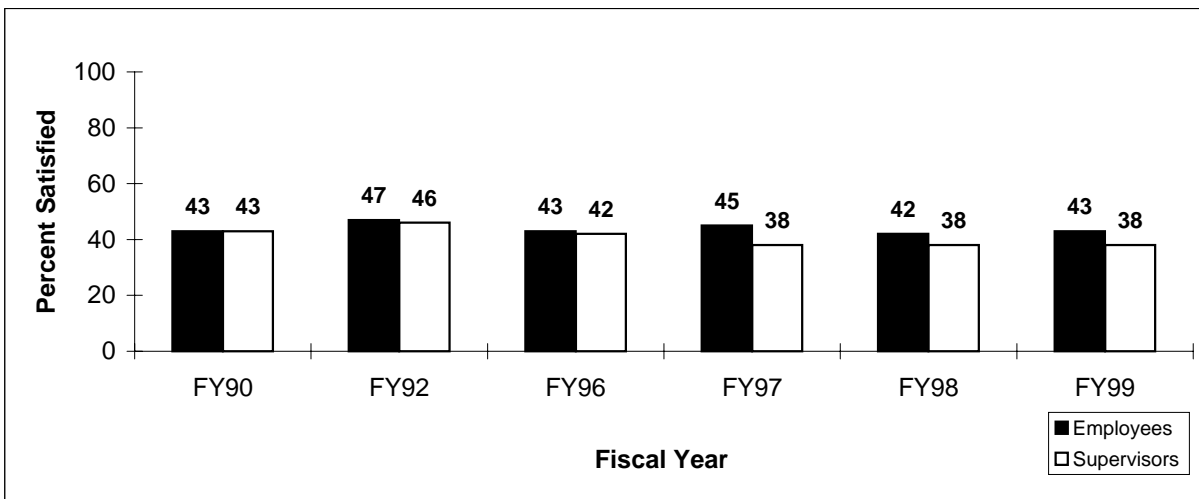
Analysis:

- Satisfaction is defined as the top two ratings in a five-point scale.
- This indicator was revised in FY97. Prior to FY97, the employee score was a composite of six survey items; the supervisor score was a composite of three survey items; three items overlapped. Currently, the employee and supervisor scores are each a composite of five identical survey items. See Appendix, pp. A27-29, for the rating scale, individual survey items, raw scores, and MACOM results.
- Direct comparison of FY96 with FY97, FY98 and FY99 survey results would be misleading since the composite was substantially changed in FY97. However, a trend can be obtained by re-calculating FY96 and FY97 results based on common items. When this is done, the employee job satisfaction percentage stays about the same, whereas the supervisor job satisfaction percentage drops by five points in FY97. Since FY97, employee and supervisor job satisfaction has been relatively unchanged. The FY99 objective of 5% improvement was not met.
- Supervisors are more satisfied with their jobs than are employees.
- For FY99, employee job satisfaction ranges from 67% (TRADOC) to 55% (AMC). Supervisor job satisfaction is fairly similar across MACOMs.

4-2. Satisfaction with Career - Recommendation to Others

Objective: Not Less Than 5% Improvement Over Baseline

Assessment: Not Met



Source: Army Civilian Personnel Attitude Survey (employee and supervisor versions)

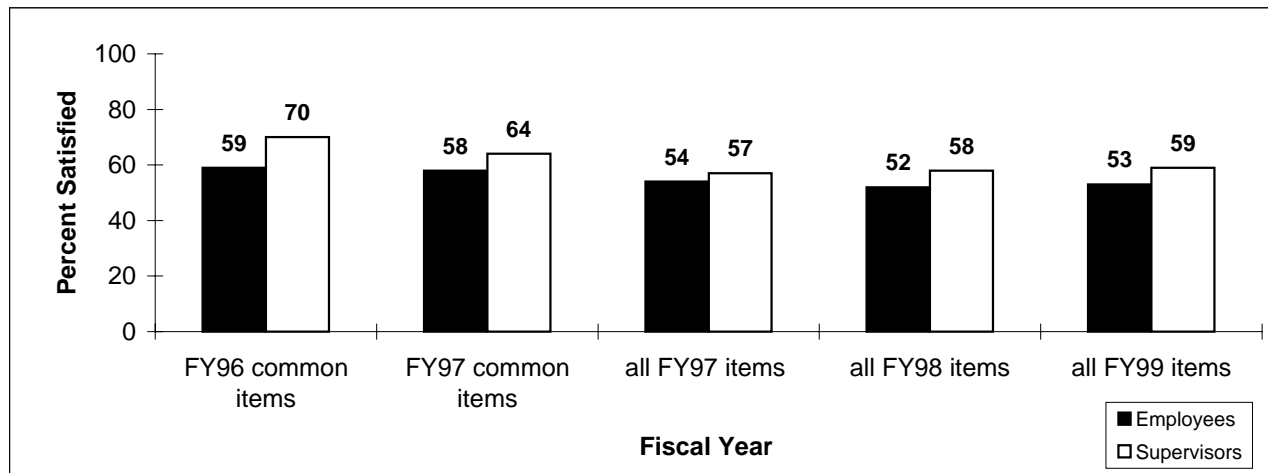
Analysis:

- This indicator measures whether people would recommend that others pursue a career with the Federal Government, the Army, or their specific Army organization. It does not directly measure satisfaction with their personal career. Satisfaction is defined as the top two ratings in a five-point scale. Baseline performance is calculated by averaging the satisfaction ratings for the previous four survey administrations. The employee and supervisor scores are each a composite of three identical survey items. See Appendix, pp. A30-31, for the rating scale, individual survey items, raw scores, and MACOM results.
- The baselines for employees and supervisors are 44% and 41%, respectively. The FY99 data are 43% and 38%, respectively. The objective of 5% improvement over the baselines was not met.
- Employee's career satisfaction in FY99 is the same as it was in FY90. Supervisor's career satisfaction is lower than it was in FY90.
- Overall, neither group is satisfied enough with its career to recommend it to others.
- For FY99, employee career satisfaction ranges from 48% (Europe) to 32% (AMC). Supervisor career satisfaction ranges from 49% (Europe) to 28% (AMC).

4-3. Satisfaction with Supervisor

Objective: Not Less Than 5% Improvement Over FY98

Assessment: Not Met



Source: Army Civilian Personnel Attitude Survey (employee and supervisor versions)

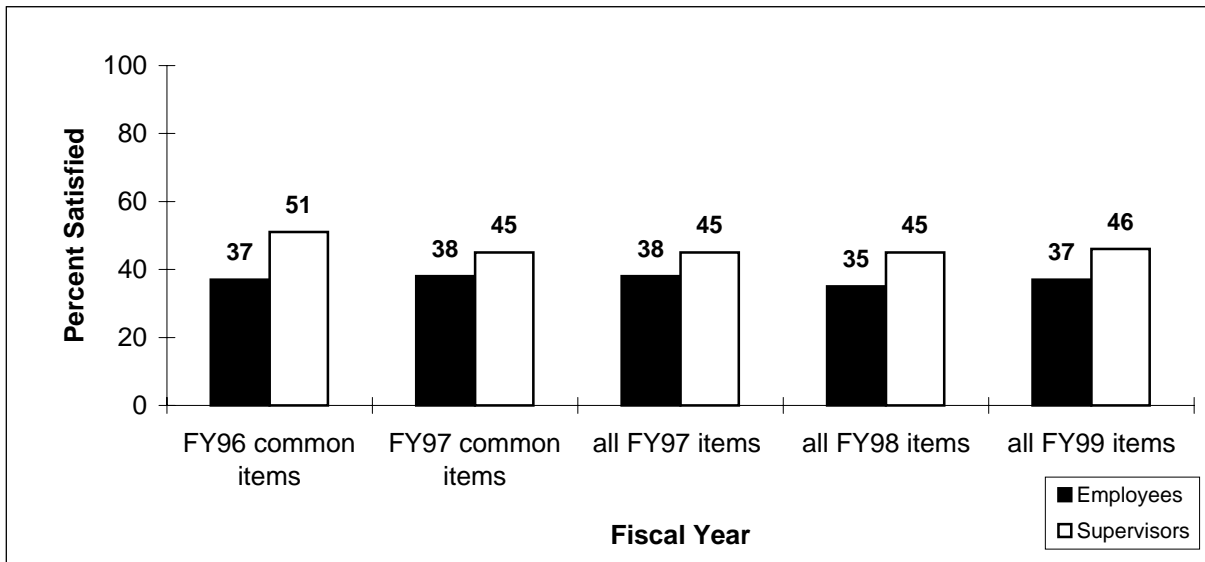
Analysis:

- Satisfaction is defined as the top two ratings in a five-point scale.
- This indicator was revised in FY97. Prior to FY97, the employee score was a composite of seven survey items; the supervisor score was a composite of four survey items; two items overlapped. Currently, the employee and supervisor scores are each a composite of eight identical survey items. See Appendix, pp. A32-34, for the rating scale, individual survey items, raw scores, and MACOM results.
- Direct comparison of FY96 with FY97, FY98 and FY99 survey results would be misleading since the composite was substantially changed in FY97. However, a trend can be obtained by re-calculating FY96 and FY97 results based on common items. When this is done, the employee satisfaction percentage stays about the same whereas the supervisor percentage drops by six points in FY97. Since FY97, employee and supervisor satisfaction with supervisor has been relatively unchanged. The FY99 objective of 5% improvement was not met.
- Overall, satisfaction with supervisor is lower among employees than among supervisors.
- For FY99, employee satisfaction ratings are fairly similar across MACOMs, all between 58% (Europe) to 52% (FORSCOM), except for AMC at 48%. Supervisor satisfaction ratings range from 63% (USACE) to 56% (AMC).

4-4. Satisfaction with Management

Objective: Not Less Than 5% Improvement Over FY98

Assessment: Not Met



Source: Army Civilian Personnel Attitude Survey (employee and supervisor versions)

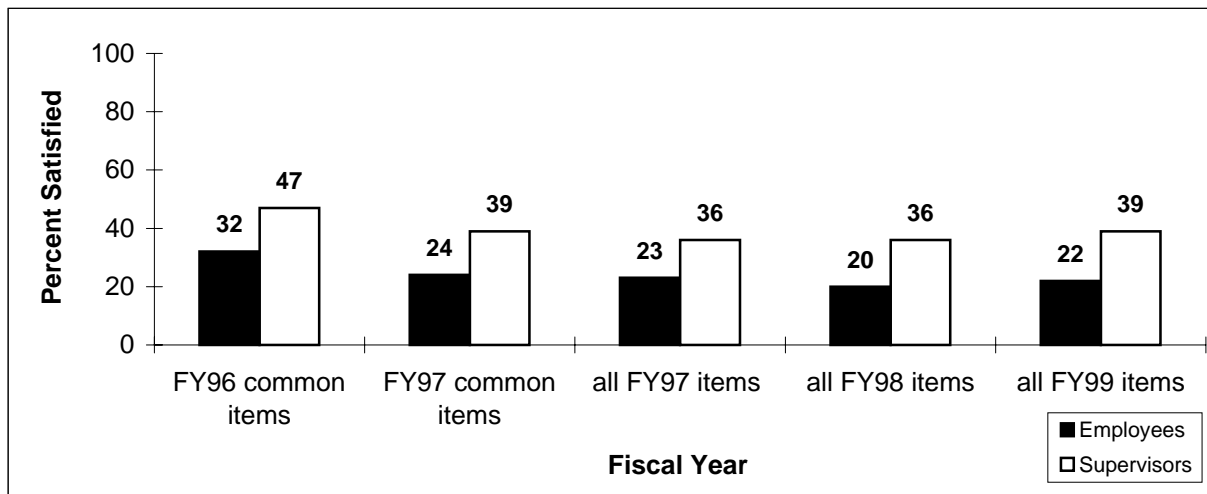
Analysis:

- Satisfaction is defined as the top two ratings in a five-point scale.
- This indicator was revised in FY97. Prior to FY97, the employee and supervisor scores were each a composite of six identical survey items. Currently, the employee and supervisor scores are each a composite of five identical survey items. See Appendix, pp. A35-37, for the rating scale, individual survey items, raw scores, and MACOM results.
- Direct comparison of FY96 with FY97, FY98 and FY99 survey results would be misleading since the composite was substantially changed in FY97. However, a trend can be obtained by re-calculating FY96 and FY97 results based on common items. When this is done, the employee satisfaction percentage stays about the same whereas the supervisor satisfaction percentage drops by six points in FY97. Since FY97, employee and supervisor satisfaction with management has been relatively unchanged. The FY99 objective of 5% improvement was not met.
- Overall, neither group is satisfied with management. Employees are less satisfied than supervisors with management.
- For FY99, employee satisfaction with management ranges from 46% (Europe) to 28% (AMC). Supervisor satisfaction with management is nearly the same across MACOMs, varying between 48% (USAREUR and TRADOC) to 44% (AMC and USACE).

4-5. Satisfaction with Promotion System

Objective: Not Less Than 5% Improvement Over FY98

Assessment: Not Met



Source: Army Civilian Personnel Attitude Survey (employee and supervisor versions)

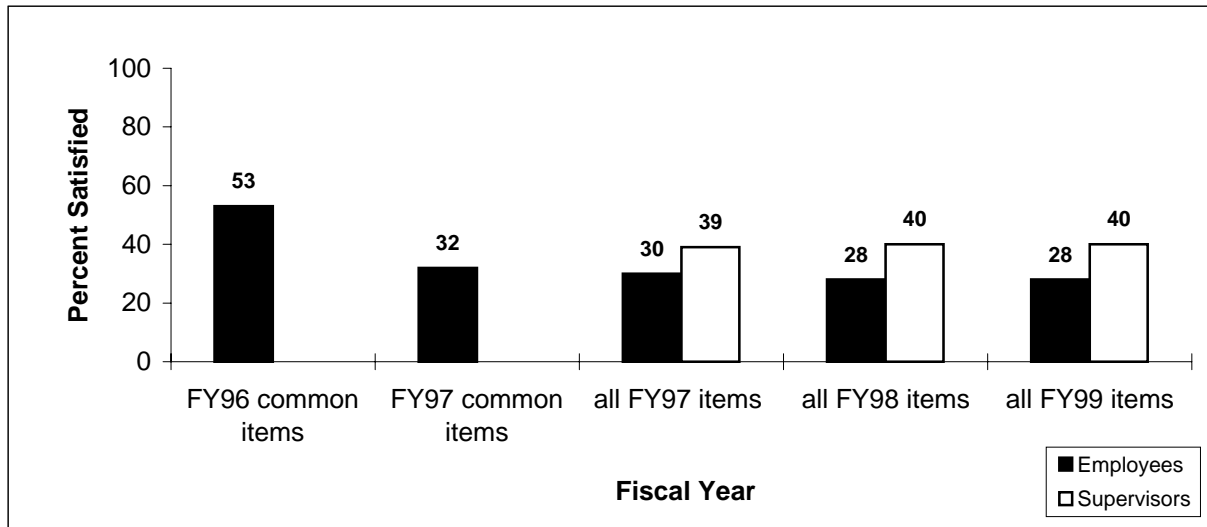
Analysis:

- Satisfaction is defined as the top two ratings in a five-point scale.
- This indicator was revised in FY97. Prior to FY97, the employee score was a composite of four survey items; the supervisor score was a composite of three survey items; two items overlapped. Currently, the employee score is a composite of four survey items; the supervisor score is a composite of five survey items; four items overlap. See Appendix, pp. A38-40, for the rating scales, individual survey items, raw scores, and MACOM results.
- Direct comparison of FY96 with FY97, FY98 and FY99 survey results would be misleading since the composite was substantially changed in FY97. However, a trend can be obtained by re-calculating FY96 and FY97 results based on common items. When this is done, satisfaction with the promotion system drops by eight percent for both employees and supervisors in FY97. Since FY97, employee and supervisor satisfaction with the promotion system has been relatively unchanged. The FY99 objective of 5 percentage points improvement was not met.
- Overall, neither group is satisfied with the promotion system.
- For FY99, employee satisfaction with promotion system ranges from 26% ("other" command codes) to 17% (AMC). Supervisor satisfaction with promotion system ranges from 45% (USACE) to MEDCOM (33%).

4-6. Satisfaction with Awards and Recognition

Objective: Not Less Than 5% Improvement Over FY98

Assessment: Not Met



Source: Army Civilian Personnel Attitude Survey (employee and supervisor versions)

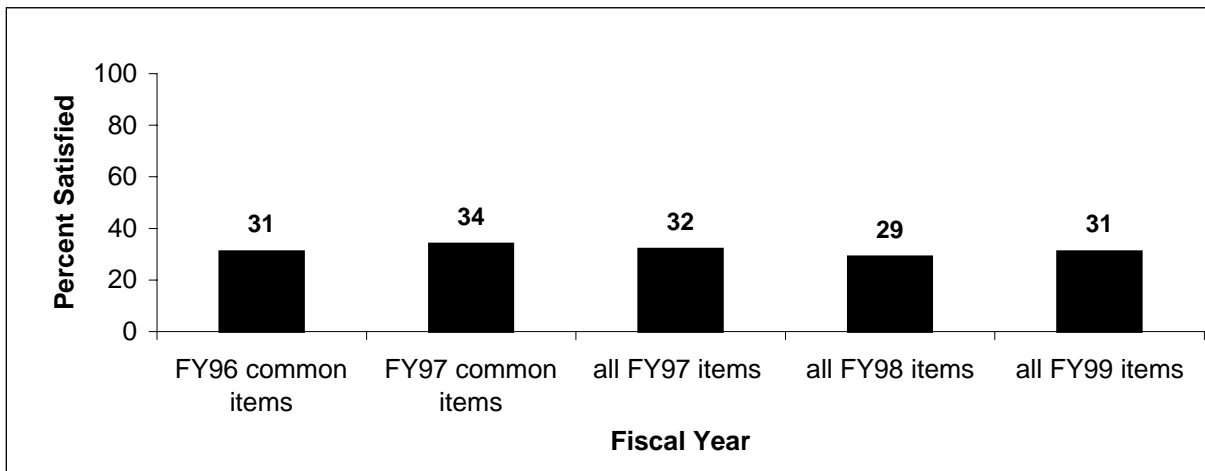
Analysis:

- This indicator measures whether employees are satisfied with the link between job performance and awards/recognition.
- This indicator was revised in FY97. Prior to FY97, the employee score was a composite of four survey items; the supervisor survey did not contain items on this topic. Currently, the employee and supervisor scores are each a composite of four identical survey items. One survey item was revised in FY97. See Appendix, pp. A41-42, for the rating scale, individual survey items, raw scores, and MACOM results.
- Direct comparison of FY96 with FY97, FY98 and FY99 survey results would be misleading since the composite was substantially changed in FY97. However, a trend can be obtained by re-calculating FY96 and FY97 results based on common items. When this is done, employee satisfaction with awards and recognition drops by 21 points in FY97. Since FY97, employee and supervisor satisfaction with awards and recognition has been relatively unchanged. The FY99 objective of 5% improvement was not met.
- Neither employees nor supervisors are satisfied with the link between job performance and awards and recognition. The level of supervisor satisfaction is higher than employee satisfaction.
- For FY99, employee satisfaction with awards and recognition ranges from 33% ("other" command codes) to 22% (AMC). Supervisor satisfaction with awards and recognition ranges from 47% (USACE) to 37% (MEDCOM and TRADOC).

4-7. Satisfaction with Discipline/Grievance/EEO Procedures

Objective: Not Less Than 5% Improvement Over FY98

Assessment: Not Met



Source: Army Civilian Personnel Attitude Survey (employee version)

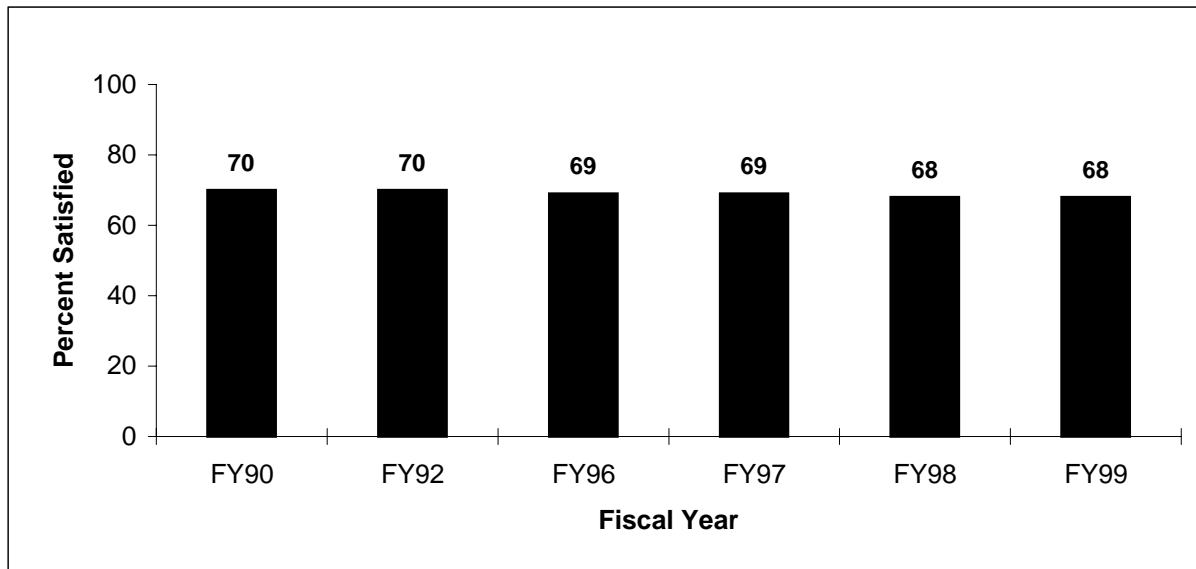
Analysis:

- Satisfaction is defined as the top two ratings in a five-point scale.
- This indicator was revised in FY97. Prior to FY97, the employee score was a composite of four survey items. Currently, the employee score is a composite of four re-worded items. Supervisor surveys did not contain items on this topic. See Appendix, pp. A43-44, for the rating scale, individual survey items, raw scores, and MACOM results.
- Direct comparison of FY96 with FY97, FY98 and FY99 survey results would be misleading since the composite was substantially changed in FY97. However, a trend can be obtained by re-calculating FY96 and FY97 results based on common items. When this is done, employee satisfaction with increases by three points in FY97. Since FY97, employee and supervisor satisfaction has been relatively unchanged. The FY99 objective of 5 percentage points improvement was not met.
- Overall, employees are not satisfied with administrative procedures related to discipline, grievances, and EEO.
- For FY99, employee results ranged from 37% (Europe) to 26% (AMC).

4-8. Satisfaction with Work Group

Objective: Not Less Than 5% Improvement Over Baseline

Assessment: Not Met



Source: Army Civilian Personnel Attitude Survey (employee version)

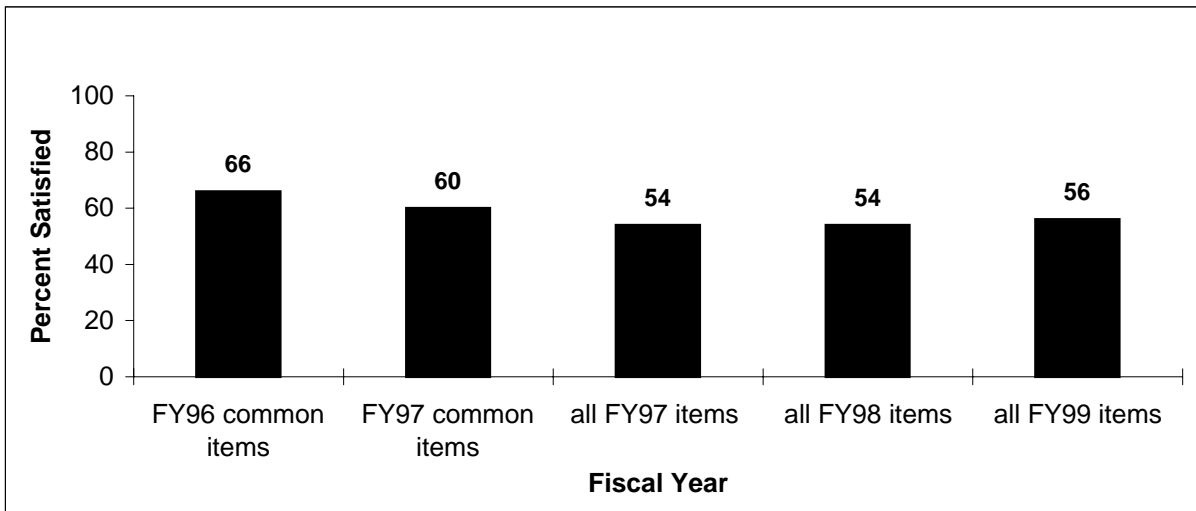
Analysis:

- Satisfaction is defined as the top two ratings in a five-point scale. Baseline performance is calculated by averaging the satisfaction ratings for the previous four survey administrations. The employee score is a composite of three survey items. Supervisor surveys did not contain items on this topic. See Appendix, pp. A45-46, for the rating scale, individual survey items, raw scores and MACOM results.
- The baseline for employees is 69%. The FY99 satisfaction score is 68%. The objective of 5% improvement over the baseline was not met.
- The satisfaction percentage has been flat between FY90-99.
- Overall, employees are satisfied with their co-workers.
- For FY99, employee satisfaction with work group varies very little across MACOMs.

4-9. Satisfaction with Amount of Authority

Objective: Not Less Than 5% Improvement Over FY98

Assessment: Not Met



Source: Army Civilian Personnel Attitude Survey (supervisor version)

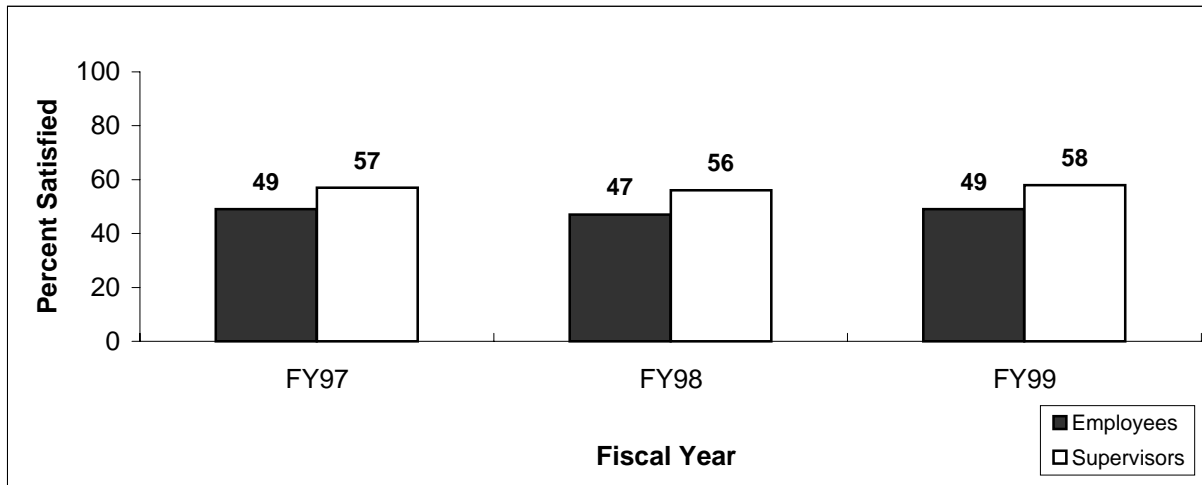
Analysis:

- This indicator measures the degree to which supervisors are satisfied with the amount of authority they have to carry out their responsibilities properly. Satisfaction is defined as the top rating in a three-point scale.
- This indicator was revised in FY97. Prior to FY97, the supervisor score was a composite of eleven survey items. Currently the supervisor score is a composite of twelve items, ten of which overlap. The employee survey did not contain items on this topic. See Appendix, pp. A47-49, for the rating scale, individual survey items, raw scores, and MACOM results.
- Direct comparison of FY96 with FY97, FY98 and FY99 survey results would be misleading since the composite was substantially changed in FY97. However, a trend can be obtained by re-calculating FY96 and FY97 results based on common items. When this is done, supervisor satisfaction with authority drops by six points in FY97. Since FY97, supervisor satisfaction has been relatively unchanged. The FY99 objective of 5% improvement was not met.
- Overall, supervisors are satisfied with the amount of authority provided them to carry out their personnel management responsibilities.
- For FY99, supervisor satisfaction with authority ranges from 59% (Europe) to 52% (MEDCOM and AMC).

4-10. Satisfaction with Training and Development

Objective: Not Less Than 5% Improvement Over FY98

Assessment: Not Met



Source: Army Civilian Personnel Attitude Survey (employee and supervisor versions)

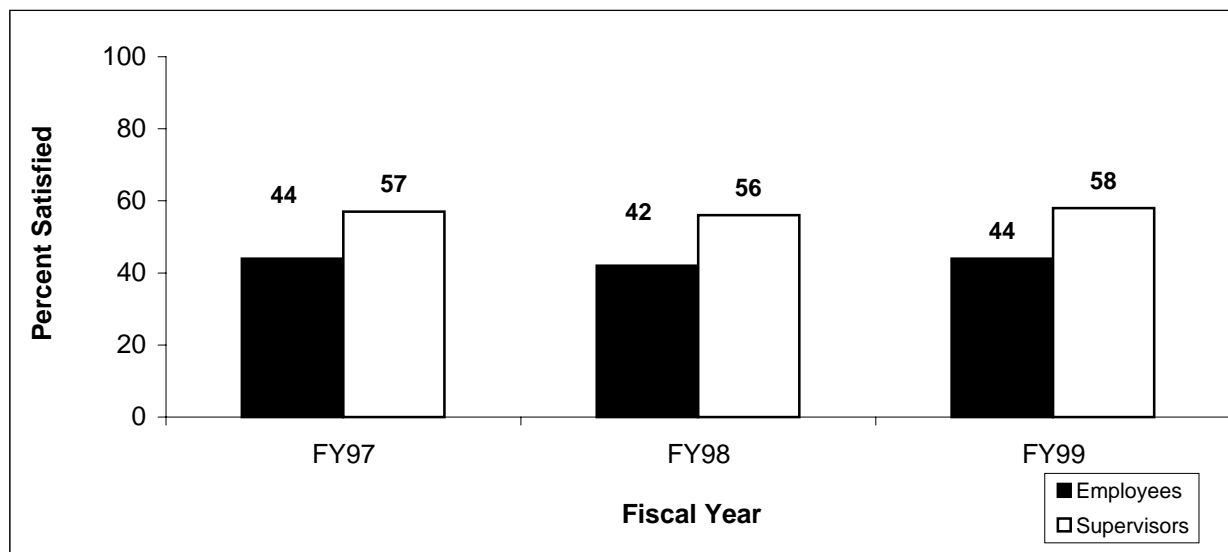
Analysis:

- Satisfaction is defined as the top two ratings in a five-point scale.
- The employee score is a composite of three survey items; the supervisor score is a composite of three survey items; no items overlap. See Appendix, pp. A50-52, for the rating scales, individual survey items, raw scores and MACOM results.
- Employee and supervisor satisfaction with training and development has been relatively unchanged since FY97, when this indicator was created. The FY99 objective of 5% improvement was not met.
- Supervisors are more satisfied with the training and development system than are employees.
- For FY99, employee satisfaction with training and development ranges from 55% (Europe) to 43% (AMC). Supervisor satisfaction ratings are fairly similar across MACOMs, all between 60% (Europe and USACE) and 55% (FORSCOM).

4-11. Satisfaction with Fairness

Objective: Not Less Than 5% Improvement Over FY98

Assessment: Not Met



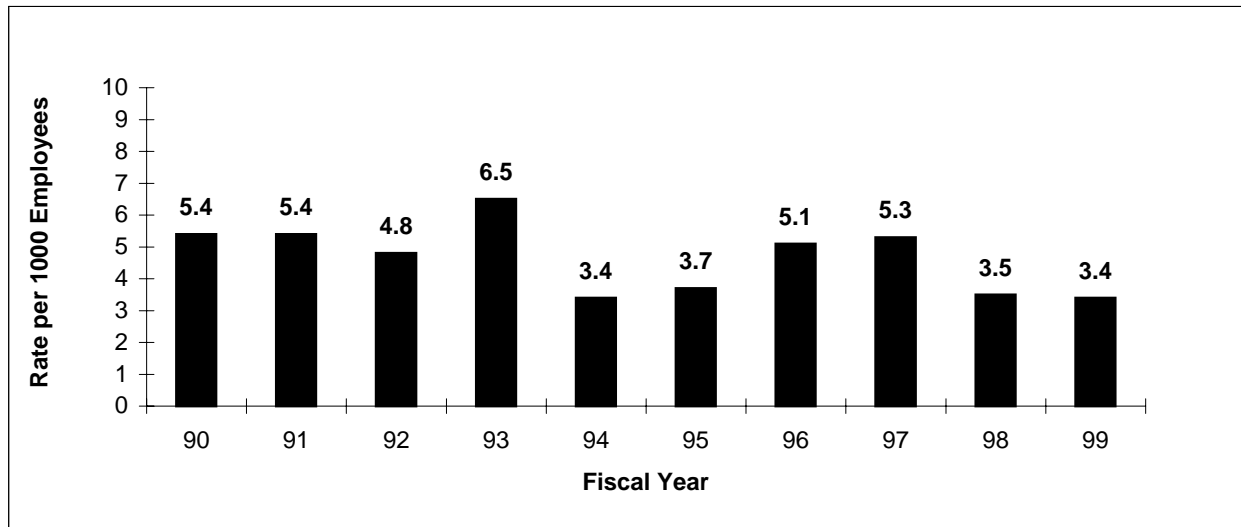
Source: Army Civilian Personnel Attitude Survey (employee and supervisor versions)

Analysis:

- Satisfaction is defined as the top two ratings in a five-point scale.
- The employee and supervisor scores are each a composite of six identical survey items. See Appendix, pp. A53-55, for the rating scales, individual survey items, raw scores, and MACOM results.
- Employee and supervisor satisfaction with fairness has been relatively unchanged since FY97, when this indicator was created. The FY99 objective of 5% improvement was not met.
- Supervisors are more satisfied with fairness than are employees.
- For FY99, employee satisfaction with fairness ranges from 47% (MEDCOM) to 39% (AMC). Supervisor results hardly vary - ranging from 61% (Europe) to 57% (TRADOC and "other" command codes).

4-12. Number of Formal Grievances (Under Administrative Grievance Procedures) - Rate per 1000 Non-Bargaining Unit Employees

Objective: None Established



Source: No. grievances from field data submitted for annual Civilian Personnel Management Statistical Reporting Requirements;
No. non-bargaining unit employees from HQ ACPERS

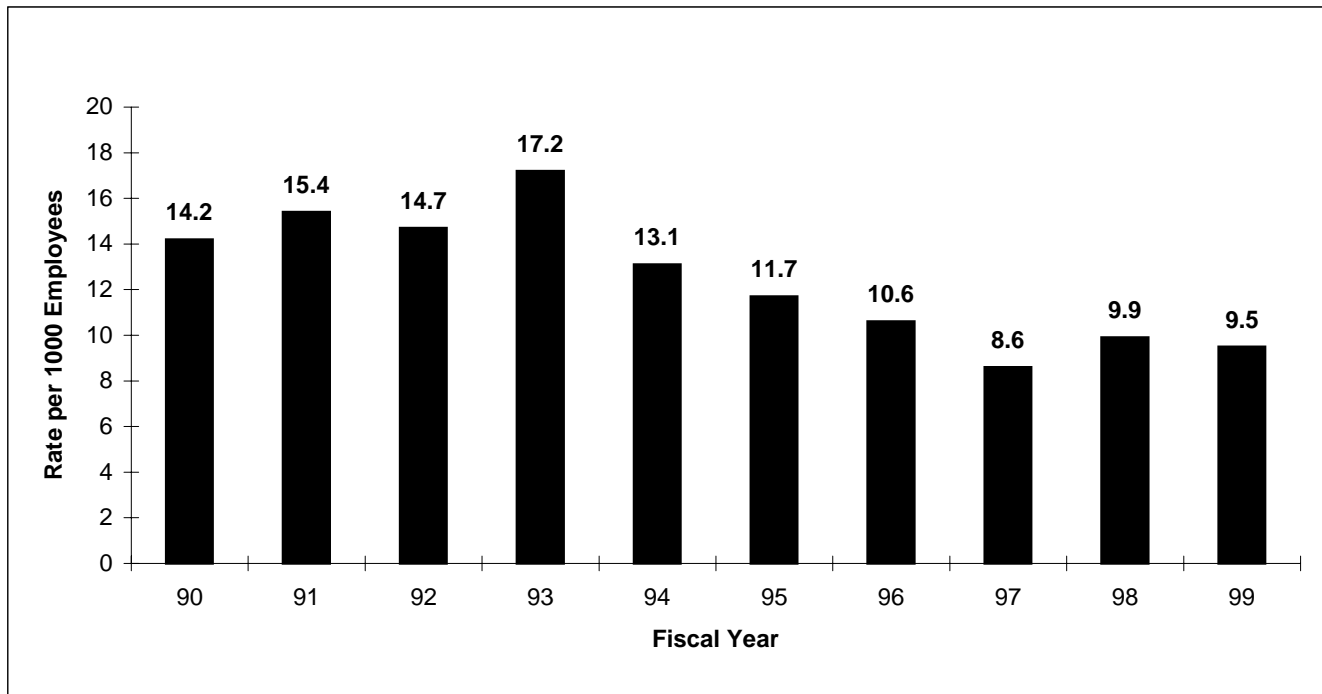
Fiscal Year	90	91	92	93	94	95	96	97	98	99
No. Grievances	764	753	631	769	376	387	510	485	302	293
No. Non-BU Employees	140,924	139,479	130,206	118,447	109,800	105,679	99,088	91,490	87,304	85,130

Analysis:

- The FY99 rate of 3.4 is at the low end of the narrow band of three to six grievances per 1000 employees over the past ten years.
- See Appendix, p. A56, for FY99 MACOM data.
- Non-bargaining unit (BU) employees were identified by codes 7777 and 8888 of the "Bargaining Unit Status" data element in HQ ACPERS.

4-13. Number of Formal Grievances (Under Procedures Negotiated with Unions) - Rate per 1000 Bargaining Unit Employees

Objective: None Established



Source: No. grievance from field data submitted for annual Civilian Personnel Management Statistical Reporting Requirements;
No. bargaining unit employees from HQ ACPERS

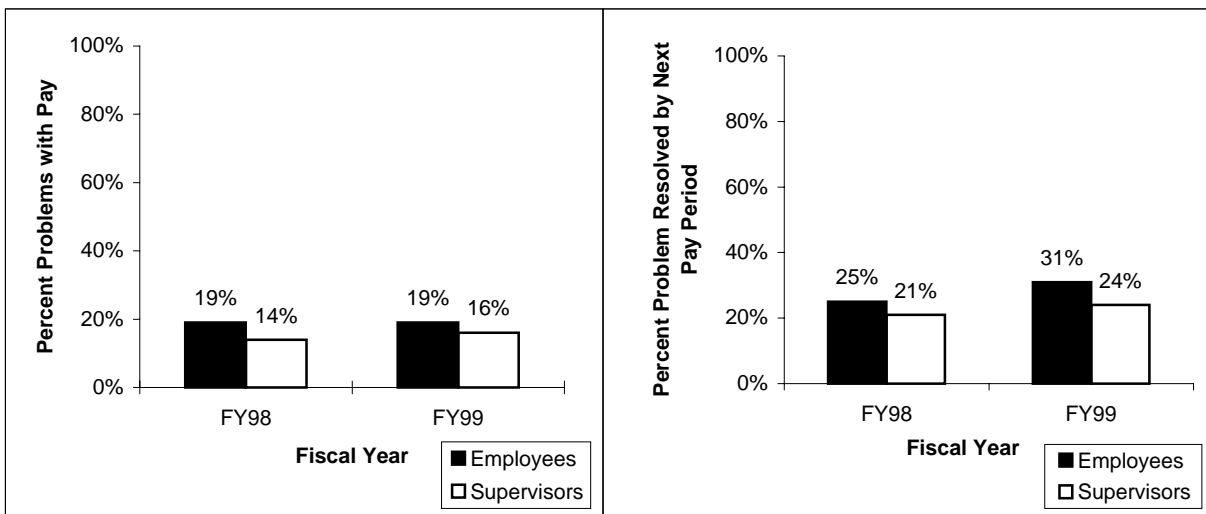
Fiscal Year	90	91	92	93	94	95	96	97	98	99
No.Grievances	2,662	2,738	2,653	2,434	1,808	1,575	1,357	1,071	1,181	1,086
No.BU Employees	186,936	178,200	180,609	141,847	138,071	134,062	127,594	124,208	119,841	113,748

Analysis:

- In FY99, the rate of grievances declined after a slight increase in FY98. The FY98 and FY99 rates are still two of the best since the establishment of Executive Order 12871, Labor-Management Partnerships.
- See Appendix, p. A57, for FY99 MACOM data.
- Bargaining unit (BU) employees were identified by subtracting from the total population all employees with codes 7777 and 8888 of the "Bargaining Unit Status" data element in HQ ACPERS.

4-14. Problems with Pay Administration

Objective: None established



Source: Army Civilian Personnel Attitude Survey (employee and supervisor versions)

Analysis:

- This indicator measures whether employees and supervisors had problems with their pay during the previous 12 months (e.g., getting their check sent to the right place, receiving the correct amount), and, if so, were the problems resolved by the next pay period. Responses are either "yes" or "no" to each of the two questions. See Appendix, pp. A58-60, for the rating scale, individual survey items, raw scores, MACOM and region results.
- Overall, a substantial percentage of employees and supervisors continue to have problems with pay administration. Typically, the problem is not resolved by the next period.
- Analysis by MACOM shows that, pay problems range from 38% (Europe) to 11% (TRADOC) for employees and from 29% (Europe) to 11% (TRADOC) for supervisors. Problem resolution before the next pay period ranges from 36% (AMC and TRADOC) to 25% (Europe) for employees and from 45% (MEDCOM) to 14% (Europe) for supervisors.
- Analysis by region shows that pay problems range from 38% (Korea) to 12% (NC and SC) for employees and from 44% (Korea) to 8% (NE) for supervisors. Problem resolution before the next pay period ranges from 43% (SW) to 17% (Korea) for employees and from 38% (W) to 16% (Europe) for supervisors.